

Chronology of Excellence and  
Excellence-related Reports  
to EXDIR AND DCI

|             |   |       |      |
|-------------|---|-------|------|
| 3 Aug 1984  | Excellence  | DCI   |      |
| 7 Jan 1985  | Excellence Update<br>(Task Forces & General Update) | DCI   |      |
| 16 Jan 1985 | <input type="checkbox"/> Action Items               | DCI   | STAT |
| 29 Jan 1985 | S&T Excellence Suggestions                          | EXDIR |      |
| 5 Feb 1985  | Creative Problem Solving                            | EXDIR |      |
| 19 Mar 1985 | <input type="checkbox"/> Action Item Update         | DCI   | STAT |
| 27 Mar 1985 | CIA Committees                                      | EXDIR |      |
| 28 Mar 1985 | Centralized Maintenance                             | EXDIR |      |



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85-0353/6

**ROUTING AND RECORD SHEET****SUBJECT:** (Optional)

CIA Committees

**FROM:** Harry E. Fitzwater  
DDA  
7D18 HQ**EXTENSION****NO.****DATE**

27 MAR 1965

**TO:** (Officer designation, room number, and building)**DATE****RECEIVED****FORWARDED****OFFICER'S  
INITIALS****COMMENTS** (Number each comment to show from whom to whom. Draw a line across column after each comment.)1. EXDIR  
7E12 HQ

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DDA Registry  
85-0353/5

27 MAR 1985

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: CIA Committees

REFERENCE: Memo for DDA fm EXDIR (85-0353/2),  
dtd 5 March 85, Same Subject

1. Following is the Directorate of Administration's (DA) response to the subject of reforming or disbanding Agency committees. To this end, I recently tasked each DA Office to review its committees to determine whether any of them should be consolidated or abolished. Their efforts have resulted in the abolishment or recommended abolishment of 14 administrative committees. Additionally, eight others are being studied for possible consolidation. Below you will find a list of 22 such committees.

2. Within the DA, the Offices of Information Services, Information Technology, and Medical Services reported no superfluous committees. From a review of the numerous panels, boards, and committees on which other DA personnel serve, the reporting Offices have implemented or recommended the following action:

| <u>a. Agency-Wide Committees</u>     | <u>Responsible Office</u> |           |
|--------------------------------------|---------------------------|-----------|
| Recruitment Advertising Committee    | OTE                       | Abolished |
| Building Planning Committee          | OL                        | Abolished |
| Output Media Working Group           | OL                        | Abolished |
| <br><u>b. Directorate Committees</u> |                           |           |
| Off-Campus Advisory Committee        | OTE                       | Abolished |
| <br><u>c. Office Committees</u>      |                           |           |
| Microform Publications Exception     |                           |           |
| Review Board                         | OC                        | Abolished |
| Technical Education Advisory Board   | OC                        | Abolished |
| Logistics Officer Training Committee | OL                        | Abolished |
| Ad Hoc Committee for CT Training     | OL                        | Abolished |
| Management Advisory Committee        | OF                        | Abolished |
| Media Support Committee              | OTE                       | Abolished |
| Space Advisory Board                 | OTE                       | Abolished |
| Computer Working Group               | OTE                       | Abolished |
| Travel Policy Advisory Committee     | OTE                       | Abolished |

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DDA 85-0024/22

29 JAN 1985

MEMORANDUM FOR: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Excellence Suggestions

REFERENCE: Note for DDA from ExDir, dtd 14 December 1984, Same Subject

1. The following comments have been prepared in response to the suggestions on Excellence recently submitted by the Deputy Director for Science and Technology (DDS&T). The information contained below consists of the Directorate of Administration's (DA) views on all DDS&T recommendations and suggested changes. Included in our comments, where appropriate, are examples of current DA Office "Excellence" programs where updates on specific items directly relate to the DDS&T's suggestions. All comments are keyed to the twelve topics noted for reply as contained in the reference.

○ Senior Secretarial Service: The entire issue of secretarial pay and management is currently under review as a result of a 1984 Office of Personnel (OP) Secretarial Study. This study included options for reducing the number of secretarial grades, expanding pay ranges, and developing a secretarial certification program. The Directorates' task forces currently studying the various options were scheduled to return their comments to Position Management and Compensation Division (PMCD) the week of 15 January 1985. PMCD recommendations for senior management are due to be forwarded circa mid-February. If the first phase of the Secretarial Study is approved and we proceed with the second phase, the task forces will be asked to consider a separate career and senior secretarial service along with other recommendations.

○ Donation of Annual Leave: We agree that this suggestion is an attractive one, although at first glance it would seem to be extremely difficult to manage and very costly to administer. There is evidence that some State, County, and/or local governments do permit employees to transfer leave to other employees. The introduction of legislation as suggested by the Office of General Counsel (OGC) in its 1982 memorandum could best involve a coordinated effort among executive branch agencies and the Office of Personnel Management (OPM). Because this is a subject of common concern to all departments and agencies, and is not a problem related to the uniqueness of the Intelligence business, political realities may unite against a unilateral CIA initiative. I plan to have

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the Office of Personnel initiate discussions with OPM on the subject to determine the feasibility of such a move. At the same time, OP will identify local governments in the area which have donation programs and find out how they are administered.

○ SIS Benefits: While this idea sounds attractive, it is more complex than it appears on the surface. Some specific concerns come immediately to mind. For example, the potential of eroding the specific distinctions between the SIS and GS systems which are purposely intended; the possible reduction of the number of bonuses that would be available to SISers; or the possible reduction of the amounts that may be awarded SISers if bonuses were expanded to cover GS-15 employees in SIS positions; and the status of those benefits should the GS-15 never be promoted to SIS. At the same time, two additional points should be borne in mind: (1) lack of ceiling is not always the reason GS-15's occupying SIS positions are not promoted, and (2) the Agency's "rank-in-person" management philosophy was adopted because of the flexibility it allows to assign employees without regard to grades and without being boxed into the bureaucratic process residing in the "rank-in-job" system. The ceiling issue may be eased somewhat if our request to OMB for additional SIS ceiling is approved. In the interim, Career Services, in reviewing their SIS population, might take a hard look at those in the SIS ranks who may not be performing as anticipated and take the appropriate action so that they do not block advancement opportunities for deserving GS-15's.

○ Revision of Time and Attendance Reporting: Our current payroll system does not allow us to do "exception" reporting, and a time and attendance report is still required on each individual. However, the suggestion to revise time and attendance reporting so that only exceptions to the eight-hour day are reported does have merit. Exception reporting is currently being considered for inclusion into the new Automated Compensation Information System (ACIS) payroll program.



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DDA Registry  
84-0217/90

3 August 1984

MEMORANDUM FOR: Director of Central Intelligence

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Excellence

1. We in the Directorate of Administration (DA), as a whole and in each DA Office individually, have approached "excellence" with vigor, and it is paying off. I have seen many instances in the DA of a rekindling of the winning spirit which made CIA great. For example, in the Office of Personnel, the clerical recruiting group, after hearing your first "excellence" speech, was in the spirit of entrepreneurship inspired to set high and challenging recruitment goals. The group was successful in substantially increasing the number of clericals who entered on duty in the following months. It is this type of "bias for action" that is providing, in my opinion, the most lasting and beneficial product of the "excellence" exercise.

2. This paper provides the "4-5 page" summary you requested concerning actions taken by the DA in search of "excellence." Since there have been many more actions than can be contained in the summary, I have attached papers from DA Offices if you can find the time to read them. The following list of items summarizes our accomplishments:

a. Authority to approve Certificates of Merit and Meritorious Unit Citations is delegated to heads of career subgroups.

b. Control of an Office's FTE allocation is delegated to the Office Director.

c. Authority to approve Special Achievement and Exceptional Accomplishment Awards up to \$500 is delegated to heads of career subgroups, and authority to approve awards of \$501 to \$1,000 is delegated to the DDs.

d. Advance Work Plans are no longer mandatory.

e. Formal promotion recommendations from supervisors are no longer required.



f. On IG surveys of DA Offices, DA management will review each survey to determine the extent of dissemination to our employees.

g. We are providing periodic briefings, displays, and/or publications on career items of interest such as benefits.

h. Assignments of SIS 1/2 employees are delegated to DDs; cross-directorate assignments are approved by the Executive Director.

i. OTE is assisting other directorates in establishing Trends and Highlights courses.

j. OTE is addressing the Agency's Credo and the DCI's Checklist of Principles and Standards in its introductory courses for employees.

k. Existing policy that provides the authority to promote exceptional performers faster than established time-in-grade guidelines is reaffirmed.

l. The eight-hour donation rule for directed overtime is eliminated.

m. One means we are using to generate new ideas in the DA is the Directorate of Administration Advisory Committee (DAAC), a task force which consists of the DA Deputy Office Directors.

n. D/OP has tasked each component personnel officer to develop a checklist for new employees.

o. OTE has taken several steps to simplify procedures for external training.

p. An OMS Health Fair and a DA Career Day will be held in the fall of 1984.

q. A policy for security approval for training of the spouse of an Agency employee is established by

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r. Shorthand is being abolished as a requirement for promotion (shorthand will continue to be a requirement for some positions).

s. Local purchasing authority has been delegated to operating components per revised

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t. The equipment and facilities of the Headquarters Physical Fitness area have been improved.

u. A new certificate granting career status and a promotion certificate with an added reference to "excellence" are being printed.

v. We are continuing to market AIM in a way that will not raise expectations higher than our ability and resources allow us to deliver.

w. A concerted effort to improve the quality of life at Headquarters includes wallpaper in the elevator corridors and improvements to corridor lighting.

x. Security restrictions during the April 1984 Family Visitation Day were reduced relative to preceding family days.

3. Items suggested by the Excellence Task Force which are currently pending in the DA include:

- a. Emphasize dual-career tracks.
- b. Create special pay scales for high technology jobs.
- c. Consider a phased retirement program.

4. Actions we are taking to keep "excellence" alive include:

a. SIS students in the OTE Executive Development Program/Core course all read In Search of Excellence by Peters and Waterman. The course structure follows these principles, and there is a session on the DCI's objectives and the CIA Credo. As one of the Executive Development Electives, OTE plans to conduct a workshop on "excellence" in the late fall. The focus of the workshop will be strategies for the application of the DCI's objectives at the unit level.

b. OP produced a videotape on "Excellence" and is continuing to get enthusiastic reviews from audiences throughout the Agency. A second such tape will be produced by OP.

c. Thirty-nine D/OP notes, 12 Headquarters and Field Regulations, and four Headquarters Notices have been published by OP (and more will be published) with the aim of reducing bureaucracy or recognizing "excellence."

d. OC is making great strides at improving quality of life items for its overseas personnel.

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5. In the DA, we will continue to energetically get out the word on "excellence." For example, we use and will continue to use notices, briefings, videotapes, publications, and special events (such as carpool/vanpool fairs). The momentum for "excellence" is moving smartly in the DA and its Offices. We should continue to encourage "excellence" and to get out the word as indicated above. I have been frankly surprised at how much "excellence" activity is going on in the Agency. Now is the time to reflect on our successes to date that have resulted from "excellence" and to publicize them.

~~Harry E. Fitzwater~~

Harry E. Fitzwater

Attachment

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*DDA Subject*

ADMINISTRATIVE - INTERNAL USE ONLY

24 MAY 1984

DCI MEMISTRY  
FILE: 1-8

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA: Executive Director

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Follow-up on DCI's Speech on Excellence

REFERENCE: A. Memo for DDCI fm DDA, dtd 30 Mar 84,  
Same Subject (DDA 84-0217/49)

B. Memo for Multiple Addressees fm DDCI,  
dtd 18 Apr 83, Same Subject (DDA 84-0217/61;  
ER 84-1193/3)

C. Memo for Multiple Addressees from DDA,  
dtd 10 May 84, Same Subject (DDA 84-0217/67)

1. The following excellence items, listed in Reference B, have been implemented in the Directorate of Administration (DA) or as otherwise indicated:

- o Assignments of SIS-1s/2s are delegated to DD's; cross-directorate assignments are approved by EXDIR.
- o Authority to approve Certificates of Merit and Meritorious Unit Citations is delegated to heads of career subgroups as indicated in the second reference.
- o Control of FTE is delegated to office chiefs.
- o Authority to approve Special Achievement and Exceptional Accomplishment Awards up to \$500 is delegated to heads of career subgroups.
- o AWP's are no longer mandatory.
- o Formal promotion recommendations from supervisors are no longer required.

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OTE has been directed to assist other directorates in establishing Trends and Highlights courses. [REDACTED] is the OTE action officer.

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- o On IG surveys of DA offices, we will review each survey to determine the extent of dissemination to our employees. O/DDA will coordinate the review with each office head.

- o We are providing periodic briefings to employees on benefits and other items of interest. For example, the Office of Personnel has established Employee Benefits Week on 5-7 June 1984.

- o OTE has a new, in operation six months, basic introductory course for new clerical employees. The introductory course for the rest of new employees, Introduction to CIA, is updated frequently. For example, both courses will address the Agency's Credo and the Checklist of Principles and Standards.

- o Existing policy that minimum time-in-grade guidelines are operative for the promotion of employees whose excellent performance so warrants is reaffirmed in the Directorate of Administration.

- o The eight hour donation rule for directed overtime is eliminated.

- o On the labeling issue, within the DDA, using "officer" rather than "professional" in some cases eliminates misinterpretations.

- o One means we are using to generate new ideas is the Directorate of Administration Advisory Committee which consists of the Directorate of Administration Deputy Office Directors.

- o The Director of Personnel has tasked each component Personnel Officer to develop a checklist for new employees, including six specified items plus any others needed to satisfy component's unique needs.

2. The following excellence items are in the process of being implemented in the Directorate of Administration or as otherwise indicated:

- o We are considering the possibility of using newsletters in the DA for providing greater recognition of all employee contributions.

- o OTE is taking several steps to simplify procedures for external training, as I indicated in Reference A.



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o I have directed DA office directors to "wander about."

o We are continuing to market AIM in a way that will not raise expectations higher than our ability and resources allow us to deliver.

o We will have an OMS Health Fair in early fall 1984. Also, OMS is publishing a classified newsletter for employees.

o Dual career tracks, phased retirement options, and special pay scales for high tech categories and for secretaries/clericals are Office of Personnel action items which they currently are addressing.

o Spouses of Agency employees have been participating in certain Agency training exercises for several years. The Office of Security has been directed to continue this practice of providing temporary access as requirements dictate, with clearance aspects of this practice currently under review.

o. We are abolishing shorthand as a requirement for promotion (while requiring shorthand for any positions deemed necessary). Development of more specific criteria for rating managers is underway in DA.

o. The Directorate of Administration will have a Career Day in the fall and will assist other Directorates in this regard.

o. I have been working with OP and OL on the establishment of an Agency Day Care Center. At present the big problem is how to fund it since it will be more costly than first expected. We will continue to work the problem but may ask your assistance in acquiring building and implementation funds if available

3. If you require additional details on any of these items, please call me.

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Harry E. Fitzwater

Attachments:  
References



DD/A Registry  
84-0217/67

10 MAY 1984

MEMORANDUM FOR: Director of Communications  
Director of Data Processing  
Director of Finance  
Director of Information Services  
Director of Logistics  
Director of Medical Services  
Director of Personnel  
Director of Security  
Director of Training and Education  
Chief, Career Management Staff

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Follow-up on DCI's Speech on Excellence

REFERENCE: Memo for EXDIR fm DDCI, dtd 18 Apr 83, Same  
Subject

1. The following provides guidance to DA offices/career subgroups on some of the items from the referenced memorandum on the follow-up to Mr. Casey's 16 March Speech on Excellence:

a. The authority to approve Special Achievement and Exceptional Accomplishment Awards up to \$500 is delegated to heads of career subgroups.

b. The authority to approve Certificates of Merit and Meritorious Unit Citations is delegated to heads of career subgroups.

c. In the past, a number of Agency components have insisted on formal promotion recommendations from supervisors to justify promotions. Effective immediately, such promotion recommendations are no longer required.

d. The use of Advance Work Plans (AWPs) is to be left to the option of the employee and supervisor. A Headquarters notice is being prepared on this. The notice will advise that AWP's are no longer mandatory.

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e. On IG surveys of DA Offices, we will review each survey to determine the extent of dissemination to our employees. O/DDA will coordinate the review with each office head.

f. Existing policy that minimum time-in-grade guidelines will not restrict the promotion of employees whose excellent performance is an indicator of potential to assume higher levels of responsibility is reaffirmed.

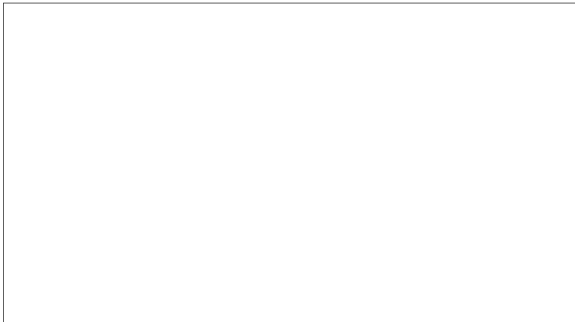
g. The Office of Training and Education is directed to assist other Directorates in establishing Trends and Highlights Courses.

h. Spouses of Agency employees have been participating in some Agency training exercises for several years. The Office of Security is directed to provide temporary clearances for this practice as requirements dictate. Clearance aspects of this practice are under review by OS and OGC.

2. The above guidance is effective immediately.

Harry E. Fitzwater

Harry E. Fitzwater



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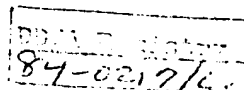
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18 APR 1984



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MEMORANDUM FOR: Executive Director  
Deputy Director for Operations  
Deputy Director for Intelligence  
Deputy Director for Science and Technology  
Deputy Director for Administration  
Director of Personnel

Executive Registry

84-1193/3

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FROM: John N. McMahon  
Deputy Director of Central Intelligence

SUBJECT: Follow-up on DCI's Speech on Excellence

1. I have reviewed your initial responses to our follow-up on the DCI's speech and a number of related items that you have forwarded since. I was glad to see some significant steps have been taken, but I want to ensure that we make good on all the Director's commitments and that the spirit behind this exercise becomes part of our everyday life.

2. I am sending each of you a complete set of the responses in case you can pick up any ideas from each other. I particularly commend to you Evan's with its accompanying memo to S&T Office Directors, which does a good job of capturing the spirit behind this effort and laying a foundation to keep the momentum going.

3. Specific comments on individual actions follow:

- Delegation of Authorities/Responsibilities

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- Providing Feedback, Recognition, etc.

- I didn't see too much on this one and would urge each of you to do what you can in your components to encourage greater recognition of employee contributions.

- Streamlining Procedures/Paperwork

- Annual Work Plans should now be optional across the board and Personnel should get out a notice saying so.

- The DDA and DDI should eliminate any requirements for separate documentation for promotion recommendations to make it unanimous across Career Services.

- DDA should keep pressing to simplify procedures for external training. Imaginative use of training officers in components should facilitate cutting down trips to Chamber of Commerce for registration.

- Better Communications

- I applaud the DDI's newsletter and the DDS&T's campaign to get out to his outer offices once or twice a week. The rest of you should do what you can to get out and around and encourage your Office Directors/Division Chiefs to do the same.

- DDA should pursue its plans to market the use of AIM.

- The idea behind the Directorate Trends and Highlights program was to have each of you put on a session once a year open to all employees highlighting trends and developments in your components. I'd like each of you to take up Harry's offer of assistance in setting up these sessions. Chuck, I think the E Career Service should also participate-- employees would be interested in our relationship with Congress, the press, what our overall budget prospects look like, et cetera.

- I didn't notice any response on providing periodic briefings to employees on benefits and other items



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of interest. ~~Harry~~, why don't you take the lead on that? The recent seminars on financial management--which I probably could have profited from--seemed like a step in the right direction.

- I trust each of you will work with Jim Taylor on the best way to provide feedback from IG surveys.

- OMS's plans for health fairs and a newsletter sound fine.

- Chuck, you should have George Lauder be on the look-out for selective opportunities for senior officials to speak to responsible groups. Obviously, we need to let the current atmospherics die down a bit.

- Personnel/Training

// - I would like to know who in OTE is developing the basic introductory course for new employees.

// - I understand current regulations cover waiving time-in-grade guidelines for promotions. I'd like each of you to give your panels guidance that you expect them to use guidelines as that--guidelines--and to recommend promotions for exceptional performance as warranted.

- We should be able to do more in the dual career track area. I'd like Chuck to take a good look at that--ODP technicians and DDO case officers come to mind as possibilities.

// - Personnel should move out on the regulation/notice eliminating the eight-hour donation rule for directed overtime.

- I got conflicting responses on getting temporary clearances for spouses accompanying employees overseas so they can attend briefings/training. Chuck, please clarify what is being done and see what more should be done.

// - I have received Magee's package on additional compensation for our overseas employees not currently receiving the  differential. After

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touching base with Legislative Liaison and the lawyers, I'll let you know where I come out on that.

- I look forward to Personnel's paper on special pay scales for high technology categories and wonder what happened to the paper on secretarial/clerical pay scales that was talked about for some time ( ) era)?

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- ( ) note to the DDA should have clarified the confusion on the labeling issue. There is no problem talking about occupational categories--i.e., secretaries, analysts, clericals, case officers. The problem is the implication that some of those categories are not professional, which obviously is untrue.

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- Nobody said anything about taking a look at the impact of technology on people, jobs, or our office environment. Chuck, please have someone take on that task.

- The phased retirement options Personnel offered up have potential. I'd like to see them fleshed out a bit more and hear ideas for implementation and getting the word out to employees that such options are available.

- The above should also go hand in hand with what Personnel is doing to develop CIA retirement options. As discussed at our recent briefing, as a first step, the Director will discuss this with the President.

- Those of you who have not done so should designate a mechanism to continue to generate new ideas. Evan's use of his Career Development Course looks like a good idea. I understand there are alumni groups of employees who have taken the Program for Creative Leadership course--that could be another possibility. There are also the MAG groups or perhaps the Midcareer Course.

- Shorthand should no longer be a requirement for promotion in any component. It can, of course, continue to be required for any position deemed necessary. I like the idea of developing an award program for maintaining shorthand skills similar to our language incentive



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program. Personnel should come up with a recommended program.

- In developing more specific criteria for rating managers, Personnel should check with those Deputies developing their own and encourage exchanging ideas to come up with the best set.

- The point of the checklist for orienting new employees was to have such a list at the local levels to ensure that all new employees receive the basic information they need. Personnel should implement their suggestion to have component Personnel Officers ensure that supervisors have up to date checklists.

- Each of you should hold a career day so that employees can get a sense of what careers are available in the Agency. While a step in the right direction, the job fairs for the Upward Mobility programs only go part way. Chuck, please see that the DDA provides the other Directorates whatever assistance would be helpful in holding one per directorate during the next year.

- Specifics I have not mentioned that you have completed, you should consider acceptable.

- You should also be aware that I've asked Chuck and Harry to pursue one other thing--I believe we should do what we can to set up a day care center.

4. The DCI and I are committed to maintain the momentum of this effort and look forward to your continued participation and support.

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John N. McMahon

cc: DCI  
IG

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